

SPECIAL WORK SESSION AGENDA

**COUNCIL SPECIAL WORK SESSION
FRIDAY
APRIL 17, 2015**

**COUNCIL CONFERENCE ROOM
211 WEST ASPEN AVENUE
8:00 A.M.**

1. Call to Order

2. Roll Call

NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

MAYOR NABOURS
VICE MAYOR BAROTZ
COUNCILMEMBER BREWSTER
COUNCILMEMBER EVANS

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER PUTZOVA

3. Roundtable Discussion on Police and Dispatch Staffing Needs

4. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall _____,
at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2015.

Elizabeth A. Burke, MMC, City Clerk

Memorandum

3.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council
From: Dan Musselman, Deputy Police Chief (Support Services)
Date: 04/13/2015
Meeting Date: 04/17/2015



TITLE:

Roundtable Discussion on Police and Dispatch Staffing Needs

DESIRED OUTCOME:

It is our desire to provide information for discussion to the Mayor and Council on police and communications staffing issues and discuss long term solutions.

EXECUTIVE SUMMARY:

The police agency that is both efficient and effective will have the greatest impact on their primary purpose of crime prevention and public safety. The Flagstaff Police Department like many other agencies has struggled with high vacancy rates (30% on average), both in our Patrol and our Communications Sections. Positions in both sections require an extensive background investigation before hiring, a lengthy training period, and considerable financial investment before the employee can function on their own. Successful hiring is one of our greatest challenges, followed by the ability to retain the employee for several years after being hired.

INFORMATION:

This discussion seeks to support the following Council Goals:

- 1) Invest in our employees and implement retention and attraction strategies
- 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics
- 5) Develop and implement guiding principles that address public safety service levels through appropriate staffing levels
- 11) Ensure that we are as prepared as possible for extreme weather events

Attachments: [Scottsdale Article on Pay Raises](#)
[Hiring and Retention Handout](#)
[PowerPoint](#)

Scottsdale to consider pay increases for police officers



[Beth Duckett](#), The Republic | [azcentral.com](#) 7:16 p.m. MST February 19, 2015



Mounted police officers stand outside INT'L as people were coming out of the bars at 2 am in the entertainment district in Scottsdale.(Photo: Patrick Breen/The Republic)

Story Highlights

- In 2014, Scottsdale did a study that compared its pay for police officers to those in other Valley cities
- The results showed Scottsdale officers don't receive raises as quickly as in the other municipalities
- The City Council could vote on a "step" plan to make Scottsdale more comparable to other cities

Scottsdale is considering spending millions of dollars on pay raises for police officers, a move that could retain officers and prevent other agencies from raiding its ranks.

A plan up for consideration by the City Council could raise the salaries of police officers by up to 5 percent.

The plan could cost Scottsdale roughly \$13.5 million to \$27.5 million over five years, depending on the percentage of the increases.

The City Council will consider the salary increases for police officers in the upcoming budget. The city's proposed budget will be released March 17, covering the fiscal year starting July 1. The council likely will vote on the final budget in June.

Scottsdale's plan would establish "steps" for police pay based on years of service, which would bring stability and make the city more competitive, supporters say.

The council will have a discussion about the step program at a meeting March 3, said Brent Stockwell, Scottsdale strategic-initiatives director.

The price tag, which could be as high as \$4.4 million for the first year, could force the city to make other cutbacks or find new funding sources in the budget to cover the cost. The \$4.4 million represents about 1.7 percent of the current budget for basic services.

The 2014-15 general-fund budget is about \$259.9 million, which is how much the city expects to spend on essential services such as police and other costs. Budget figures for the coming fiscal year are not yet available.

Recently, more Scottsdale officers have left to work for other local police agencies compared with previous years.

Since July 2013, at least 11 police officers have left to work for other local police agencies, compared with two officers who left between July 2009 and June 2013, city figures show.

Scottsdale, unlike many other Valley public-safety agencies, does not have a "step" pay program for police officers, which means Scottsdale officers don't move up the pay scale as quickly as other local agencies, according to the city.

Scottsdale has about 340 police officers. In the city's general-fund budget, police costs make up the largest expense.

This fiscal year, the city budgeted about \$89 million for police services, according to figures in the budget approved last summer.

About \$70.9 million of the \$89.8 million was for police personnel, which includes pay and benefits. The fiscal year runs July 1 through June 30.

Currently, the only way a Scottsdale officer moves up in pay is when the City Council approves an increase, Stockwell said.

At a Feb. 10 study session, the City Council discussed the plan, which could be based on performance.

Officers "want a program they can depend upon, and they don't feel they can depend on what we're doing now," Councilwoman Suzanne Klapp said.

If the council chooses a 5 percent increase, new officers typically would reach the top of their pay range in about eight years, according to the city.

For a 5 percent increase, if officers are less than 5 percent from the top of their range, they would get an increase to the top of the range — but no higher. Officers already at the maximum of their range — \$79,664 — would not receive an increase.

Scottsdale would divide the salary ranges into eight "steps," and officers would start at the appropriate step based on their years of service. A first-year officer would be placed at the first step (\$57,679) and a five-year officer would be placed at the fifth step (\$70,110), according to the city. No officers would lose pay under the plans being considered.

Councilman Guy Phillips supported a 5 percent increase.

"We can come back to council and we can see if there is going to be a way to pay for that, or what we're going to have to get rid of in order to do that," Phillips said.

Councilman David Smith noted that comparing pay across cities can have drawbacks.

"If everyone in this small group tries to match each other, we end up chasing ourselves," he said.

Jim Hill, president of the Police Officers of Scottsdale Association, said the 5 percent merit steps plan "makes a statement that the Scottsdale Police Department is an employer that is serious about keeping quality police officers."

"For too long, this department has served as a training ground for police officers who then leave for other police departments that offer 5 percent step pay programs," he said.

With a step program, an officer could reach the top of the pay scale faster, encouraging him or her to stay, Hill said.

Hill said the program is "only part of the solution."

Scottsdale, for example, has lagged behind other Valley agencies for pay increases in recent years, he said.

By the numbers

Scottsdale in 2014 completed a study of police-officer pay comparing the city's pay with Chandler, Gilbert, Glendale, Mesa, Phoenix and Tempe. The city gathered data from other municipalities.

Salary paid for transfer officer with five years of experience:

Scottsdale: \$54,933

Glendale: \$57,872

Chandler: \$58,661

Mesa: \$59,301

Tempe: \$64,230

Phoenix: \$64,501

Gilbert: \$66,685

Average salary for police officers:

Glendale: \$64,278

Scottsdale: \$66,741

Chandler: \$69,048

Phoenix: \$71,037

Salary increases for police officers in Valley cities, by fiscal year:

City	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Phoenix	12.15%	4%	5%	6%	5%	5%
Gilbert	None	None	None	19.6%	5%	5%
Chandler	4.15%	None	5.83%	None	5%	5%
Glendale	None	None	3.91%	3.72%	5%	5%
Mesa	-2%	None	2%	5%	5%	5%
Tempe	None	-5%	None	5%	5%	3%
Scottsdale	-2%	None	None	2%	2%	3%

SOURCE: City of Scottsdale.

Hiring and Retention Efforts

This handout seeks to provide further information on some of the efforts we have done as a Department and City to help address employee concerns at the Flagstaff Police Department.

In February of 2014 the Leadership Team at the Police Department conducted an in-house anonymous survey. In October of the same year we held a strategic planning retreat incorporating a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The feedback from both of these events provided the Leadership team with some common areas of concern that both officers and non-sworn staff felt hindered the hiring and retention of quality employees, and the continued success of our agency. In the below table we outline the concern and some of the action items that have already been put in place to address them.

Concerns	Action Items
The pay is in adequate	<p>Some positions get specialty pay (SWAT, Bomb team, Negotiators, Phlebotomy, Motors, and Collision Reconstruction) due to the nature of the assignment.</p> <p>In FY15, 5% add pay was approved for Field Training Officers while actively training.</p> <p>Communications Training Officers receive an additional 2.5% while actively training.</p> <p>Shift differential has been tentatively approved in the 2016 C.M. recommended budget. This would give those working a swing shift an additional 3% per hour and those working a graveyard shift an additional 5% per hour. We found 18 out of 24 agencies surveyed offer shift differential for their dispatch centers.</p>
Housing and cost of living are too expensive	<p>We are exploring a first time home buyer program that will match down payments up to \$5,000.</p> <p>Our Uniform Advance was increased from \$1,000 to \$1,600, upon hiring, which helps off-set the cost of uniforms which is estimated to be over \$2,000.</p> <p>Uniform reimbursement had been reduced from \$1200 annual to \$600 annually in 2009. In FY 15 it was increased for existing officers to \$1,000 annually.</p> <p>The Tuition Reimbursement Program allows employees to seek degrees which will assist with promotions within the Department or the City.</p>

<p>Benefits are too costly</p>	<p>There is now a choice between health plans.</p> <p>Health Wellness incentives save employees money if they live healthy.</p> <p>Employees have a health savings account option, whereby they can place pre-tax money into the account for qualified medical expenses.</p>
<p>Career ending violations</p>	<p>Our Early Warning System tracks use of force incidents, complaints, employee accidents and administrative investigations. If the employee has a certain number of serious infractions or 10 or more total incidents within a year, we meet with the employee to ensure there are not underlying issues that are contributing to the incidents.</p> <p>We have a trained Ethics team that teaches ethics related in-service training every quarter.</p> <p>We subscribe to an everyday is a training day program which quizzes all employees daily on our current policies.</p> <p>We instituted a peer mentoring program whereby new officers are paired up with senior officers to help them navigate the profession.</p> <p>Our on-site City Attorney produces Legal bulletins, policy review, and in-service training for officers to keep them up on legal challenges and changes.</p> <p>The Critical Incident Stress Management Team provides professional and peer counselors to help get our employees through hardships by providing support and services after traumatic incidents.</p>
<p>Performance Evaluations not aligned with Department goals</p>	<p>The re-design of our performance evaluations puts more emphasis on quality police work over quantity.</p> <p>The new evaluation aligns comp-stat and Community Policing goals better with the individual Officer's activity. Officers get credit for working crime hot spots, dangerous intersections, and directed patrol, rather than being rated on the overall number of stops, citations, warnings and contacts.</p> <p>This new format gives the immediate supervisor a means to address quality of life issues and crime trends before they become bigger problem, and eliminates officers conducting self- initiated activity to just obtain a, "tick mark".</p>

Heavy work Load	<p>The call notes reporting program allows officers to enter quick call notes on the MDC rather than writing a formal report on minor incidents not criminal in nature and which do not require follow up.</p> <p>The private property accident report was edited to be user friendly and quicker to fill out on-scene.</p> <p>An audit of calls for service and overtime found our shifts were not optimally aligned. We received funding for two additional supervisors to create an eight squad format, which allows for better overlap squads during high call load times.</p> <p>Our victims' rights notification system was streamlined to save the officer time.</p> <p>The amount of information needed to complete a warrant supplement arrest was reduced, making it faster to complete the report.</p> <p>We explored a patrol dictation program to help officers get off on time, but after a pilot program it was discovered the dictation was not saving us any money in overtime and was cost prohibitive.</p> <p>Overtime money for DUI Enforcement and Underage Consumption Prevention helps put additional police officers on the beat during special nights, for example; Prom, Homecoming, and Cinco De mayo, to help lighten the work load of the existing offices working those shifts.</p>
Low staffing	<p>We are contracting with an outside business for our initial testing process to a nationwide company who has multiple testing sites across the nation. This allows people to take an entrance exam and then have their application and scores sent to our agency.</p> <p>The eight squad format and shift realignment allows better overlap of high call times and the ability to call in other squads earlier if needed.</p> <p>Minimum staffing levels have been set per shift. If an officer calls in sick, a replacement officer is called in to help cover his shift, so the shift as a whole is not below minimum staffing.</p>

	<p>FBI task force overtime money (\$140,000) is available to help pay the violent crime task force investigators, which helps supplement patrol during large or involved investigations.</p> <p>All sworn officers who hire on with the Department sign a three year contract. Officers must repay \$30,000 if they leave in the first year, \$20,000 if they leave during their second year and \$10,000 if they leave prior to completing their third year.</p>
<p>Dispatch trainee failure rate</p>	<p>The Criti-call applicant screening program tests applicants on how well they can multitask taking information spoken over a speaker and entering calls for service on the computer. It tests memory recall as well as typing speed, screening out those who do not have the basic skills for the position.</p> <p>New dispatch employees are sent to a formal 3 week dispatch academy to learn the basics of the position and receive all their certifications in one place.</p> <p>We formalized our Communications Training Program by requiring trainers become certified. Certified Trainers receive additional compensation while training and the training program is currently being updated.</p>

Police Staffing and Retention

April 17, 2015



Discussion Outline

- Staffing and retention overview
- Agency comparison
- Discuss reasons employees are leaving
- Retention efforts
- Opportunities to address challenges

Patrol Staffing Overview

- Currently we are 13 officers down in patrol
- Seven are in hiring process with other departments
- Five resignations in February & March
- Two sergeants left our agency last year
- One corporal left in 2013, and one pending
- Currently down 20% in Patrol (1 vacancy, 4 academy, 4 FTO, 2-military, 2 light duty)

29.4% Vacancy Rate Since 2013

- Lost 43 officers since January 2013
- Authorized staffing is 113 officers
- 60% of Officers responding to calls have less than two years experience (64)
- \$53,000 is the cost to the city to hire a police recruit
- The 43 officers departed = cost of \$2.27million

The 43 Officers we Lost

- 26 Left for jobs outside FPD
 - 20 of these or 74% to another agency
- 6 were terminated or resigned in Lieu of
- 5 retired or quit to stay home
- 3 had to medically retire from police work
- 2 were unable to complete the training
- 1 Killed in the line of duty

Demographics affecting retention

- Typically young (21-25yoa) college graduates
- Flagstaff's high cost of living limits options
- Trying to hire those with local ties
- Three second generation officers have left us for the higher pay of other agencies
- Average officer age: 34 years

Staff Reductions

- In 2009 we were authorized 118 Sworn
- Today we are authorized 113
- One vacancy is left open to fund our training program
- Civilianized 4 positions, lost one to cuts



Workload Overview

- 2014: 5% increase in calls for service
- 7% rise in violent crime
- 5% increase in property crime
- The 2013 benchmark of calls for service per first responder average is 530.7*
- With current staffing we are at 717 calls per first responder
- When fully staffed we are at 562

*The 2013 Benchmark City Survey (Overland Park Kansas) (<http://www.opkansas.org/wp-content/uploads/downloads/benchmark-city-survey-section-a-demographics.pdf>)

Market Driven Industry

- Diminishing number of qualified applicants
- Officers are very marketable once certified
- The quality of our people determines the quality of our organization
- If officers are not competitive, then the agency will not be competitive in the law enforcement profession

Source: Oliver, Patrick. "Recruitment, Selection, and Retention of Law Enforcement Officers" (2014). Faculty Book 164.
http://digitalcommons.cedarville.edu/faculty_books/164

Market Comparison in Patrol

- Officers are 5% under market (min to min)
- Sergeants are 20% under market
- Lieutenants are 26% under market
- Deputy Chiefs are 23% under market



Scottsdale Article/Comparison

- Scottsdale lost 11 out of 340 officers since July 2013 to other agencies
- Scottsdale's Council is considering a \$13.5 million to \$27.5 million plan to give officers a step plan
- Flagstaff PD is a third of their size (112) and has lost 16 officers to other agencies since July 2013

Source:

<http://www.azcentral.com/story/news/local/scottsdale/2015/02/19/scottsdale-consider-pay-increases-police-officers/23712193>

Scottsdale Article/Comparison of pay increases/decreases

CITY	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Totals
Flagstaff	-5% -1.2%	None	1.2%	.6%	3.2%	.04-2%	2%
Phoenix	12.15%	4%	5%	6%	5%	5%	37.15%
Gilbert	None	None	None	19.6%	5%	5%	29.6%
Chandler	4.15%	None	5.83%	None	5%	5%	19.98%
Glendale	None	None	3.91%	3.72%	5%	5%	17.63%
Mesa	-2%	None	2%	5%	5%	3%	13%
Tempe	None	-5%	None	5%	5%	3%	8%
Scottsdale	-2%	None	None	2%	2%	3%	5%

Agency Pay Comparison

Agency:	Min	Mid	Max
Flagstaff - Current	\$47,662	\$56,717	\$65,750
Flagstaff – CM Proposed	\$49,924	\$60,233	\$70,542
Scottsdale, AZ	\$54,933	\$67,298	\$79,664
Chandler, AZ	\$53,328	\$64,533	\$75,737
Mesa, AZ	\$54,192	\$65,347	\$76,502
Tempe, AZ	\$56,742	\$66,718	\$76,694
Phoenix, AZ	\$46,238	\$59,332	\$72,426
Gilbert, AZ	\$52,250	\$62,889	\$73,528
Other Agency Average	\$52,947	\$64,353	\$75,759

Snapshots from 23 officer's exit interviews 2014-2015

- 83% were not satisfied with their salary
- 70% were not satisfied with their benefits package
- 87% indicated they were satisfied with their supervisor
- None of the officers indicated they disliked their supervisor or coworkers

Themes from Employee Surveys

- Poor Pay
- High cost of benefits
- Housing is too expensive
- Cost of living is not balanced with pay
- Tired/low staffing/heavy workload
- Performance Evaluations

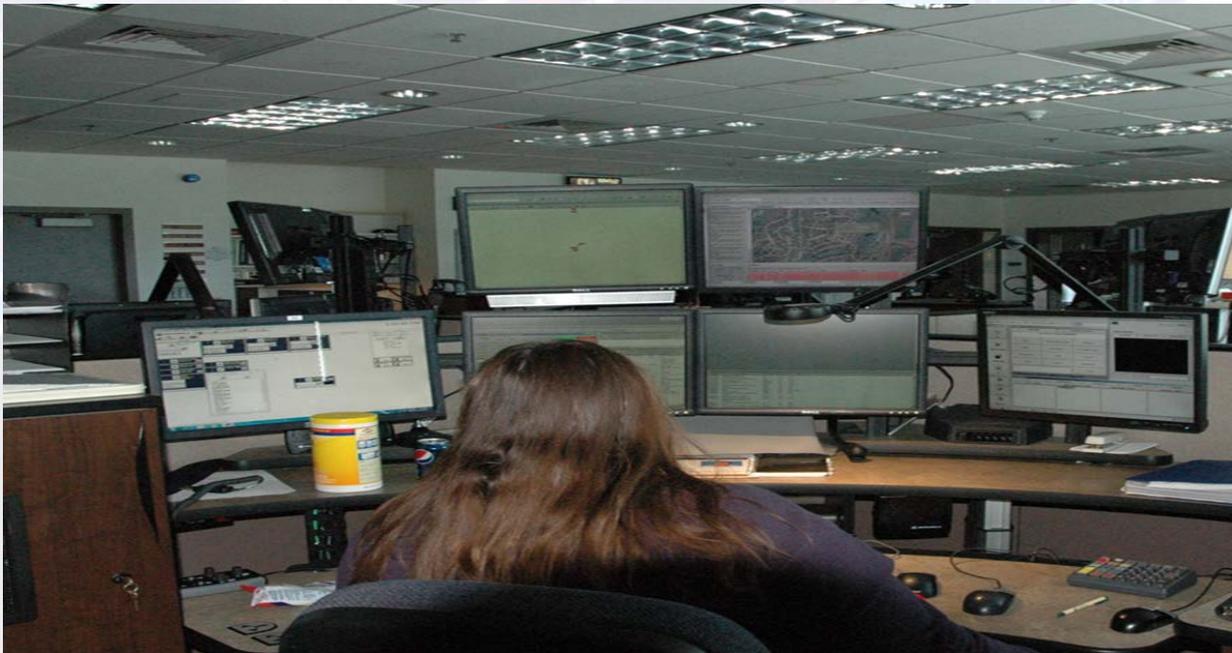
Dispatch Staffing Overview

- Currently down 8 positions out of 30
- 36% vacancy since January 2013
- Average three applicants per month but many fail the background
- Only been able to hire one applicant in 2015
- Cost to hire and train a new dispatcher: \$57,000
- Most leave the profession when they leave the agency



Dispatch Challenges

- Requires technical computer and radio multi-tasking skills
- Shift work requirement
- Stressful (lives are on the line)



Market Comparison Dispatch

- Call Takers are 7% under market (mid to mid)
 - Just to bring up to minimum (\$3,000 ongoing)
- Dispatchers are 15% under market
 - \$84,000 annually ongoing to bring to minimum
- Dispatch Supervisors are 9% under market
 - \$6,000 annually ongoing to bring to minimum

Dispatch Shift Differential Pay

- Differential pay
 - 18 out of 24 agencies surveyed offer shift differential pay
 - Averages 3% for swing shift, 5% for graveyard shift
 - Differential pay would cost the City \$23,000 ongoing
 - Approved in the FY2016 C.M. recommended budget with one time funds

Hiring and Retention Efforts

- Contracting with a testing agency for officers
- Dispatch Criti-call screening
- Pro-rated training contract for officers
- Mentoring Program



Hiring and Retention Efforts Cont.

- Involvement in Strategic plan
- Revised performance evaluations
- Call notes reporting
- Formal Awards Banquet
- Everyday is a training day



Retention Efforts Supported by Council

- Early Warning System
- Assignment pay for trainers
- Squad re-alignment / seven squad
- Exploring home buyer assistance
- Uniform Reimbursement increase
- Tuition Reimbursement

FY 2016 C.M. recommendations

- A 2% market for all city employees
- Sworn employees will be moved into the market based pay plan
- Those employees who are above midpoint or those receiving less than 2% to move into the plan will receive a 2% market increase (like all city employees)
- Shift differential pay for dispatch: 3% for swing shift, 5% for graveyard

Will it Help?

- Yes, compensation is the missing link
- Market based pay structure is in place
- The vehicle to move employees through the structure is the next step (min-to-max)
- How to address the promise of future compensation

Recap

- Presented overview of staffing and retention
- Comparison of FPD to other agencies
- Reasons employees are leaving
- Hiring and Retention efforts
- Opportunities for Improvement

Discussion

